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DEPARTMENT OF THE ARMY FIELD MANUAL

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CIVIL AFFAIRS
SUPPORT
TASTA-70



HEADQUARTERS, DEPARTMENT OF THE ARMY
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CIVIL AFFAIRS SUPPORT, TASTA-70

	Paragraphs	Page
CHAPTER 1. GENERAL		
Section I. INTRODUCTION		
Purpose and scope	1	2
Basic considerations	2	2
II. RELATIONSHIPS		
General	3	3
Host nation relationships	4	5
Civil affairs agreements	5	5
CHAPTER 2. CIVIL AFFAIRS OPERATIONS		
General	6	6
Delegation of civil affairs authority	7	7
Civil affairs responsibility	8	7
Civil defense	9	7
CA operational organization	10	7
3. CIVIL AFFAIRS ORGANIZATION—TASCOM		
General	11	9
Command and staff relationships	12	9
Concept of operations	13	11
CA brigade—TASCOM	14	12
CA Group	15	14
CA Battalion	16	16
CA company	17	18
4. CIVIL AFFAIRS ORGANIZATION—FASCOM		
General	18	20
Command and staff relationships	19	20
Concept of operations	20	21
CA brigade—FASCOM	21	23
CA battalion	22	25
CA company	23	26
5. CIVIL AFFAIRS AND ADSAF		
General	24	28
Storage of logistical data	25	28
Storage of demographic data	26	28
Report requirements data	27	29
Disaster data	28	29
Interim ADP implementation for TASTA-70	29	29
APPENDIX		
REFERENCES	--	31

CHAPTER 1

GENERAL

Section I. INTRODUCTION

1. Purpose and Scope

a. This manual provides guidance relative to civil affairs support within the theater army and sets forth the organization specifically designed to facilitate support operations. It also provides interim guidance to commanders, staff officers, and other personnel concerned with Civil Affairs support under the TASTA-70 concept of organization and operation. This information can be utilized to facilitate reorganization under the TASTA concept. Firm information on the organizational structure and composition of units will be as contained in TOEs when published. Although the basic TASTA-70 study has been approved by Department of the Army, detailed doctrine contained in this Test Field Manual is subject to further Department of the Army review and final approval.

b. Types of units and concepts of operations for civil affairs in the COMMZ and the field army areas are set forth within the TASTA-70 conceptual frame of reference. The CA units discussed are type organizations designed specifically for TASTA-70, which is primarily oriented to mid and high intensity conflict. They are tailored from TOE 41-500 and TOE-41-201, as required by the situation.

c. Familiarity of key personnel, at all echelons, with the concepts and guidance contained herein will enhance the support rendered and the facility with which the commander will accomplish his overall mission.

d. This test field manual sets forth broad general guidance because specific guidance is contained in many other publications. The

more appropriate publications containing detailed guidance and discussion of techniques are listed in the appendix. FM 41-5, FM 41-10, and FM 31-22, are most appropriate and should be referred to often to insure properly planned, coordinated, and executed civil affairs programs.

e. The material contained herein is applicable to both nuclear and nonnuclear warfare. General and specific guidance, from a civil affairs perspective, pertaining to the employment of, and protection from, chemical, biological, and radiological agents is covered in FM 41-1. Internal defense and development (IDD) operations are considered; however, details are covered more thoroughly in references listed in the appendix.

f. Users are encouraged to submit recommended changes or comments to improve this manual. The test nature of the overall concept, and of this manual, has contributed to the lack of specific guidance in many instances, particularly in the area of Automatic Data Systems within the Army in the Field (ADSAF). Therefore, as experience is gained and concepts clarified, comments should be submitted and should be keyed to the specific page, paragraph, and line of the text in which the change is recommended. Reasons should be provided for each comment to insure understanding and complete evaluation. Comments should be forwarded directly to the U. S. Army Combat Developments Command, Civil Affairs Agency, Fort Gordon, Ga. 30905.

2. Basic Considerations

a. Civil Affairs has been required to stand

between the two great departments of a modern government—the diplomatic and the military. Therefore, the civil affairs officer of today and tomorrow must be a military diplomat and may be called on for immediate action involving sensitive political relations with government officials and the inhabitants of a foreign nation. Civil affairs *per se*, either as civil relations or military government, is inescapable before, during, and after hostilities.

b. Warfare of the future can be expected to present specialized civil affairs requirements which may be broken down into six phases; planning, immediate precombat, combat, post-combat, limited rehabilitation, and long range recovery. In the kind of war we will be fighting tomorrow and that is likely to continue for decades, the "military diplomats" appear to have a necessary, challenging, and vital role to play. The pattern and objectives of civil affairs operations in any given country will depend on such variables as U. S. foreign policy, participation of allies, and requirements of the military situation, to mention a few. Therefore, in view of these rapidly changing situations, it is not sufficient simply to formulate and hold general policy plans on file; they must be understood and accepted by both the military branch of government and the political/economic organs of the state.

c. Civil affairs is not a service but a command responsibility at every echelon and is the concern of all military personnel. It involves the totality of a commander's civil-military relations with a local civil government and its people. It is capable of responding in the functional areas of administration, personnel, intelligence, and logistics to maintain a balance between military requirements and the needs of a civilian population. To accomplish this, civil affairs officers must have a broad knowledge of the interaction between political, sociologi-

cal, economic, and military factors to insure compliance with civil affairs programs instituted under theater army policy guidance.

d. CA operations will be guided by the following considerations:

- (1) The operational and organizational environments in a theater of operations.
- (2) Civil affairs authority normally will be delegated to the TASCOM and FASCOM commanders by the Theater Army Commander, unless a Theater Army Civil Affairs Command is established.
- (3) U. S. military forces in future wars will rely heavily on indigenous resources; i. e., labor, transportation, communication, and the like.
- (4) A G5 (civil affairs) staff section will be organic at every major echelon of tactical command down to and including the combat division.
- (5) An Assistant Chief of Staff, Civil Affairs Staff Section, is organic to TASCOM and FASCOM.
- (6) Concepts being developed in the ADSAF project must be exploited in this area. Civil affairs functions are included in the ADSAF program.
- (7) The combat role of the Army will take precedence over any other consideration and military operations of the future will require careful conservation of military personnel and materiel.
- (8) A principal concern of a military commander will be the safety and security of his own forces. He will act in terms of military necessity and be guided by the attitude and behavior of the civilian population within his boundaries of operation.

Section II. RELATIONSHIPS

3. General

a. *Commander's Responsibilities.* Experience in World War II, Korea, and Vietnam has dem-

onstrated that large numbers of civilians without shelter, food, fuel, and medical care, or the means of obtaining these or other bare essen-

tials of life, constitute a threat to military operations, to lines of communication and supply, and to the health and safety of troops.

- (1) Military necessity alone, even in the absence of the requirements of international law and/or the terms of treaties or agreements, prescribes that military commanders provide medical supplies, food, and clothing among the civil population to prevent disease and such unrest as would be prejudicial to continuance of the military mission. Local populations in areas of military operation cannot be ignored by commanders in modern warfare. To deal with the problems that may arise at any time, a civil affairs organization must be in existence, it cannot be improvised. It must be properly tailored and sufficiently trained to respond to the demands that may be created by the situation.
- (2) Civil affairs from the point of view of the commander's interest and responsibility can be broken down into seven major activities or areas.
 - (a) Provision of civilian support for and prevention of civilian interference with tactical and logistical operations.
 - (b) Provision of or support for the functions of government for a civilian population.
 - (c) Community relations of the military forces.
 - (d) Military civic action as part of IDD operations.
 - (e) Military participation in a populace and resources control program as part of internal security operations.
 - (f) Military support of civil defense.
 - (g) Psychological operations.

b. Civil Affairs Objectives.

- (1) The primary purpose of civil affairs is to support military operations. Major objectives are to control the civil population through the regulation of social processes, minimize

their interference with the military mission and obtain maximum support from them toward the military campaign. Other objectives include the fulfillment of treaty obligations, obligations arising from agreements, customs of warfare and the furtherance of U. S. national policies.

- (2) Priority of command effort will go to the major civil affairs activity or area most directly related to the mission (objectives) of the military command. Normally, psychological operations will be in support of all activities, and it, too, will be geared to provide maximum support to the priority activity.

c. Administration of Civil Affairs. Civil Affairs is administered on a functional basis which is not arbitrary but is designed to provide sufficient flexibility to fit the requirements of any area or situation. Included are those functions normally related to government, economics, public facilities, control of populace and local resources, and sociological institutions. Civil affairs functions as defined in FM 41-10 are as follows:

- (1) Government.
 - (a) Public Administration.*
 - (b) Tribunals.
 - (c) Public Safety.*
 - (d) Public Health.*
 - (e) Civil Defense.
 - (f) Public Welfare.
 - (g) Public Finance.
 - (h) Public Education.
 - (i) Labor.
- (2) Economic.
 - (a) Economics and Commerce.
 - (b) Food and Agriculture.
 - (c) Property Control.*
 - (d) Civilian Supply.*
- (3) Public Facilities.
 - (a) Public Works and Utilities.*
 - (b) Public Communications.*
 - (c) Public Transportation.*
- (4) Special.
 - (a) Civil Information.

*Initially planned for automation.

- (b) Displaced Persons, Refugees, and Evacuees.*
- (c) Arts, Monuments, and Archives.
- (d) Religious Relations.

d. Civil Affairs Support. This consists of discharging the commander's socio-politico-economic responsibilities for implementation of national policies and fulfillment of international obligations to the civilian population, its government and institutions in the area of operations. This support is provided by—

- (1) Establishment and control of or advice and assistance to local governments.
- (2) Development of understanding, cooperation, and sociological programs.
- (3) Execution of governmental, economic, and sociological programs.
- (4) Restoration or maintenance of law and order.
- (5) Prevention of civilian interference with and providing civilian support for military operations.
- (6) Prevention of disease and unrest among the population.

4. Host Nation Relationships

In those nations where forces are present at the invitation of the host government or under the provisions of formal international agreements, bilateral or multilateral, military-civil relations present opportunities as well as complex problems. These situations require commanders to exercise initiative and enterprise, in coordination with other U. S. agencies, to advance national policies and to develop lasting

*Initially planned for automation.

international friendships of mutual benefit to the United States and the host country. But even where the government of the host country has invited U. S. military units into its territory and has concluded agreements on their status and responsibilities, politically inspired opposition to the presence of U. S. forces will be encountered. Such opposition, overtly and covertly organized by political groups hostile to the United States or its allies, can be expected to use every form of tactic, to magnify each unfavorable incident; to distort the reasons for the presence of U. S. forces, and, generally to use every technique against the presence of U. S. forces. In the face of such opposition, civil affairs staffs and units in close coordination with information officers and psychological operations units can assist the commander in creating and maintaining a favorable image of the presence of U. S. forces.

5. Civil Affairs Agreements

A civil affairs agreement defines the relationship between a visiting force on the one hand, and the indigenous population and governmental authority of the host country on the other hand, including the degree of control and the extent to which support is to be rendered or derived therefrom. In emergency situations it is possible that initial military operations may be conducted without the benefit of Civil Affairs Agreements. Under such circumstances, agreements should be negotiated as rapidly as possible. They may be limited in scope and be subject to major revision or extension with the passage of time and accumulation of experience. Prior to entering areas of operation, theater or other appropriate commanders should prepare draft agreements to serve as a basis for discussion with officials of the local government.

CHAPTER 2

CIVIL AFFAIRS OPERATIONS

6. General

a. This chapter discusses civil affairs operations in relation to overall missions, functions, organizations, and environmental requirements. Both combat and service support units require civil affairs operational units to assure effective utilization and control of indigenous personnel, supplies, and facilities.

b. One of the great problems for U. S. Army commanders in the field which requires civil affairs assistance is the utilization and management of indigenous resources. In supporting U. S. troop units, indigenous labor (including paramilitary and other security guard sources) will be required. Indigenous transportation and communication facilities and equipment will be used to the extent possible to supplement or to save military equipment. Great distances and internal attitudes coupled with the U. S. desire for economy of force will require maximum use of self-government and self-administration of the indigenous population. The success of the TASCOM and FASCOM commanders charged with providing support to the Army in the field will be closely related to their success in dealing with the indigenous authorities and populations among which their activities must be performed.

c. The civil affairs officer will be the staff officer most concerned in this vital field. This, of course, also will be true in the field armies, but the impact on the TASCOM and FASCOM commanders will be multiplied many times. Their ability to maintain the division slice within acceptable bounds will be in direct proportion to their relations with the indigenous population in the area of operations. The civil affairs staff officers and civil affairs

units will be a most important factor in reducing the need for U. S. manpower for both labor and security duties. Conversely, as relations with the indigenous population degenerate, the requirements for U. S. manpower mount accordingly, probably to the point where the combat effectiveness of U. S. forces will be materially reduced.

d. The civil affairs staff officer will be responsible for coordination and negotiation in support of the activities of all members of the general staff. Since he is responsible for that portion of the commander's functions which has to do with relations with indigenous authorities and the population, it will be up to him and the civil affairs units to arrange for the use of civilian resources of all types for military needs. Examples include real estate, transportation facilities, communication media, labor, supplies, and warehousing. All of these demand a never-ending supply of manpower to function. To the extent that the civil affairs officer is able to arrange for the procurement of indigenous labor, static, or mobile, the ACofS, Personnel, will be relieved of the necessity of drawing on U. S. military manpower for the accomplishment of the mission.

e. Depots and installations must be dispersed and cross-country routes of supply and communications used to avoid offering profitable targets to hostile weapons. Fronts will be fluid and the possibility of infiltration, land or airborne, will be greater than in any war in modern times. These hazards will be intensified by the threat posed by the civil or class war potential of any international conflict. To the extent that the commander, through his civil affairs staff officer and civil affairs units, is

successful in his work with the indigenous population in the U. S. area of control, these problems can be kept within reasonable bounds and diversion of combat power for rear area security held to a minimum.

7. Delegation of Civil Affairs Authority

When the theater army commander is delegated authority for civil affairs by the theater commander, he may subdelegate such authority. This authority in COMMZ normally is delegated to the commander of the Theater Army Civil Affairs Command (TACAC) (when established). Authority may be delegated to other commands in COMMZ if required for accomplishment of their mission. The establishment of a TACAC at theater army level is outside the scope of this manual. Civil affairs authority normally will be delegated to the TASCOM and FASCOM commanders unless a TACAC is established. However, should there be a requirement, the TASCOM commander may desire to establish a civil affairs command as a mission command of the TASCOM. This can be accomplished by the TASCOM assuming command and operational control of the Civil Affairs Brigade and its attached units from the ASCOM and placing the brigade under the supervision of the TASCOM ACofs, Civil Affairs. Civil affairs authority usually is delegated to the field army commander during combat operations, and withdrawn when such authority is no longer required for accomplishment of the combat mission. When such authority is delegated to the field army commander, he may subdelegate this authority to corps and division commanders. A commander delegated authority to conduct civil affairs operations normally will exercise that authority through a single civil affairs command consisting of a headquarters unit and its subordinate units and functional teams.

8. Civil Affairs Responsibility

The TASCOM and FASCOM commanders are charged with the responsibility of providing combat service support to the Army in the field and are specifically charged with territorial control of the area of operations. To provide the TASCOM and FASCOM commanders

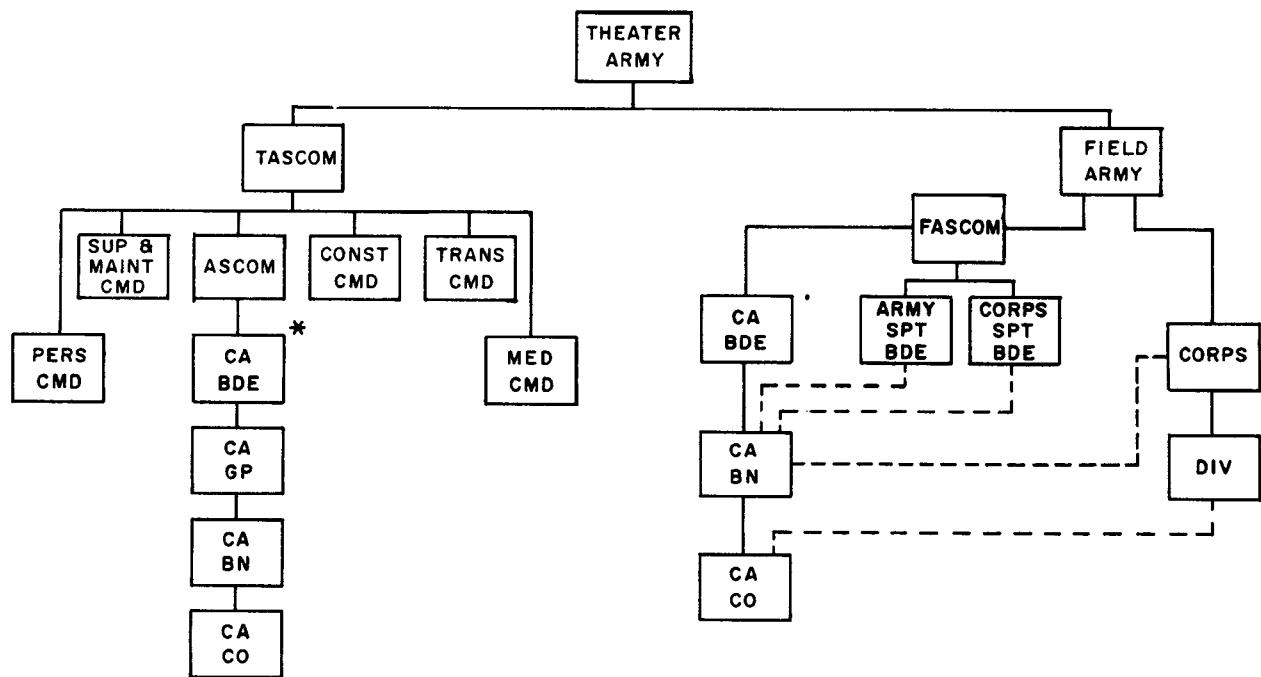
with the capability to accomplish their civil affairs objectives, appropriate civil affairs general staffs are required in TASCOM, ASCOM, and FASCOM headquarters. Civil affairs units are provided to support operations of the foregoing headquarters. In developing these units, all civil affairs functions are closely examined to insure the most effective and responsive civil affairs support structure allowing some degree of flexibility. The civil affairs units discussed are the minimum essential for precombat, combat, and the initial stages of postcombat. The theater troop basis should provide for additional civil affairs units to perform continuing civil affairs functions in specific areas such as centers of population, cities that are seats of government, transportation and communication centers, or control points of industrial complexes in postcombat or the occupational phase.

9. Civil Defense

The Army, specifically its civil affairs organization, is responsible for civil defense outside of CONUS whenever such activities are the responsibility of the U. S. military commander. This includes relief activities in times of distress and catastrophe as well as passive defense for civilians during combat. Civil defense constitutes a grave planning responsibility. In a nuclear war, the victory may well go to the side with the best recuperative capacity from the initial nuclear exchange. That capacity is in a large measure a civil affairs function. Civil affairs units with their trained specialists are particularly adaptable to rehabilitation of the civilian economy. Although most military units with their disciplined manpower and technical skills can be useful in security and rehabilitation operations and are well-adapted to participate in emergency relief and control operations, civil affairs staff sections and civil affairs units, in particular, possess the planning and advisory requirements for civil defense.

10. CA Operational Organization

a. The mission of the Civil Affairs Brigade and its subordinate units to conduct operations which directly support the commander's socio-politico-economic responsibility to the govern-



* CA BDE BECOMES THEATER ARMY CIVIL AFFAIRS COMMAND (TACAC) WHEN AUTHORIZED AND THEN DIRECTLY UNDER THEATER ARMY.

COMMAND.

----- OPERATIONAL CONTROL WHEN CA UNIT ATTACHED.

Figure 1. Civil affairs type operational organization.

ment and the people in his area of operations requires a compatibility of civil affairs units with current Army organizational structures. The mission includes—

- (1) Participating in coordinated activities with other U. S., allied, or international military components or civil agencies in the implementation of U. S. national policy.
- (2) Discharging the commander's responsibilities pertaining to the civil population, government, and economy of the area in fulfillment of U. S. international obligations.
- (3) Furthering of international and national policies of the United States.

(4) Expediting the transfer of responsibility for civil affairs functions from the military commander to agencies of the local government.

b. The Civil Affairs Brigade is required as a command and control headquarters for civil affairs operations in the COMMZ and field army areas. The CA units referred to in the manual (with the exception of the brigade which has its own TOE) are type civil affairs units designed specifically for TASTA-70 from the cellular TOE 41-500, and, they may be augmented as required from that TOE. Figure 1 depicts graphically the organizational structure and relationships which will be covered in more detail in succeeding chapters.

CHAPTER 3

CIVIL AFFAIRS ORGANIZATION—TASCOM

11. General

Civil affairs support in the communications zone is provided by civil affairs units assigned to the Area Support Command. These units provide area support in the COMMZ and provide backup support to the field army civil affairs units. They contain a full range of specialization to provide complete functional capability in the COMMZ and to furnish functional specialties not found in the field army civil affairs units. Civil affairs units in the COMMZ are assigned areas of responsibility dependent on densities of civil populations and viability of indigenous governments as well as geographic or political boundaries. Not knowing what the status of civil governments of indigenous populations will be, it is difficult to determine what type and how many civil affairs units will be required to perform the civil affairs mission. Therefore, a minimum capability is provided with the understanding that this capability may be expanded by either augmentation from TOE 41-500 or the assignment of additional civil affairs units as the situation requires. These units are type units and are flexible and capable of being tailored to accommodate the force supported, based on the area in which deployed and the specific operational environment.

12. Command and Staff Relationships

The ACofS, Civil Affairs, is assigned primary staff responsibility for the timely preparation and execution of civil affairs policies, plans, orders and directives, for staff supervision of the seven major civil affairs activities, and is charged with keeping the commander and members of the staff informed on all matters of civil affairs interest. Functions at each support command level are—

a. ACofS, Civil Affairs, TASCOM.

- (1) Serves as the principal assistant to the Chief of Staff in matters pertaining to the civil population, its government, economy, and institutions in the TASCOM area of operations.
- (2) Coordinates with other staff sections the civil affairs portion of the TASCOM operation plan which involves political, economic, or sociological matters within the command and between the military and civilian officials of the local government.
- (3) Provides for continuous analysis of economic conditions in the area of operations and institutes needed controls to prevent the interference with military objectives by the deterioration and depletion of economic resources.
- (4) Supervises or monitors relationships between civil and military authority and insures that they are in consonance with treaties, agreements, customary international law, U. S. policy, and guidance received from higher headquarters.
- (5) Advises the commander, staff, and subordinate commands on the status and activities of civilian organizations and population groups in the area and delineates the impact of military operations on the population and its economy.
- (6) Negotiates and coordinates with agencies, individuals, and organizations of the indigenous government and U. S. and allied agencies in joint or parallel functions.

- (7) Develops policies and planning guidance for the conduct of civil affairs activities and establishes priorities.
- (8) Prepares broad planning guidance and policies, and reviews, plans for, and coordinates civil affairs activities within the area of operations.
- (9) Maintains staff supervision over the civil affairs brigade when civil affairs is established as a mission command of TASCOM.

b. ACofS, Civil Affairs, ASCOM.

- (1) Serves as the principal assistant to the Chief of Staff in matters pertaining to the civil population, its government, economy, and institutions in the ASCOM area of operations.
- (2) Advises the commander, staff, and other commands on the status and activities of civilian organizations and population groups in the area and delineates the impact of military operations on the population and its economy.
- (3) Prepares policies, plans for, coordinates civil affairs with other staff sections, and supervises programs and specific projects in all of the functional areas in support of the mission commands.
- (4) Develops procurement procedures for the support of military forces from civilian resources; reviews requirements for assistance to the civilian population from military sources to provide minimum essentials of food, clothing, shelter, and medical attention.
- (5) Provides for the implementation of U. S. civil affairs policy and directives in support of ASCOM operations.
- (6) Determines the availability and location of labor and materiel resources for the military forces; evaluates effects of military use of local labor and resources on the civilian economy.
- (7) Establishes liaison with indigenous government officials.

- (8) Coordinates emergency civil assistance when directed by appropriate authority to reduce the incidence of unrest.
- (9) Maintains staff supervision over the civil affairs brigade of the command and the operations of its attached civil affairs units.
- (10) Establishes procedures for the control and care of refugees, evacuees, and displaced persons.

c. ASCOM Civil Affairs Units.

- (1) The organization of civil affairs units under ASCOM must be flexible and adaptable to the local political, economic, and sociological conditions encountered. It should be capable of establishing and maintaining control over the indigenous population through local government officials. The civil affairs brigade under ASCOM will control all subordinate civil affairs units to provide maximum continuity of execution of policy, minimum fragmentation of supervision and optimum uniformity in civil affairs operations.
- (2) Civil affairs support in the communications zone is provided by civil affairs units assigned to the Area Support Command. Units providing civil affairs area support are deployed for operations in designated areas in accordance with the overall theater army civil affairs plan. These units normally base their activities in centers of population, cities that are seats of government, or control points of industrial complexes. To the extent practicable, civil affairs area support units are informed in advance of their deployment regarding the specific areas where they are to be employed to permit their making detailed analyses of pertinent area intelligence. When area training is not provided prior to the departure of these units from the continental United States, it

should be furnished upon their arrival in the theater by a theater army or civil affairs command school. These units are type units, flexible, and tailored to accommodate the force being supported. They may be supplemented by teams from TOE 41-500 as the situation requires.

- (3) The degree of control exercised by the military commander over the local inhabitants, the government, and economy depends entirely on civil affairs agreements or other agreements entered into on a nation-to-nation level or presence by force. This extends from an advisory capacity to one of complete take-over of the local government structure in the event of a complete breakdown of the national government. Above all, the military commander is concerned with the security of his forces and lines of communication; protection of supply movements, depots, and maintenance facilities; the enforcement of law and maintenance of order in his area of responsibility; and the achievement of the objectives of his military mission.
- (4) Since an area support civil affairs unit normally is fixed in its area of operation by theater plans, minimal movement within the COMMZ area will be required. Attached functional teams may operate separately in the field under instruction of the civil affairs unit commander, coordinating and maintaining liaison with adjacent military units in the area of operation.
- (5) Whenever feasible, civil affairs area support units and teams employed in COMMZ are allocated areas of responsibility based on political boundaries, population concentrations or industrial complexes. They must be tailored to fit each level of military operation and organized vertically under a centralized control.

13. Concept of Operations

a. Civil affairs in the COMMZ area is administered on a functional basis adaptable to the diverse socio-politico-economic situation of the civilian communities within the area of operation. The civil affairs element of a military command is the point of contact for relations with the local authorities and people in the name of the military commander.

b. The civil affairs brigade is a major subordinate headquarters of the Area Support Command (ASCOM). It provides for the command, control, and planning of civil affairs operations in the communications zone. Policies and plans for civil affairs operations are coordinated with supported units in the COMMZ and the civil affairs brigade in FASCOM.

c. The civil affairs brigade, assigned to ASCOM will receive its guidance from the ACoS, Civil Affairs, ASCOM, with whom it maintains close liaison. Through reports, statistics, and personal contacts it keeps him fully informed on all aspects of the civil affairs situation and requirements in the COMMZ area of operation. To accomplish this mission, the brigade headquarters should be authorized direct contact with higher and adjacent staff sections for the exchange of information, coordination of civil affairs actions and the integration of operations pursuant to theater plans and policies. Matters to be considered include, but are not limited to—

- (1) Coordination of intercommand movement of refugees and displaced persons, available civilian supplies, civilian transportation, equipment, etc.
- (2) Development of COMMZ requirements for support of the civil population and the local economy.
- (3) Allocation of available military and civil resources to the civilian population on a theater-wide basis and determination of methods of distribution.
- (4) Coordination of the distribution of available labor force for maximum utilization, by profession, technical specialty and skills.

14. The CA Brigade—TASCOM

The civil affairs brigade was developed to meet the requirements of the COMMZ. TOE 41-201, is assigned on the basis of one per Area Support Command (fig. 2). In normal employment the civil affairs brigade has three to six civil affairs groups attached as its major operating units. The number of groups may be adjusted as required; however, when more than six groups are required, an additional brigade should be organized for each four groups or major fraction thereof. In the TAS-TA-70 organization, the brigade has three attached groups to support either an eight division force or a twelve division force.

a. Concept of Operations. The civil affairs brigade is a major subordinate headquarters of the Area Support Command, TASCOM. It provides for the command, control, and planning of operations of subordinate civil affairs units in the communications zone. Policies and plans for civil affairs operations are coordinated with supported units in the COMMZ and the civil affairs brigade in FASCOM. The respective Assistant Chiefs of Staff of the Brigade (whether in TASCOM or FASCOM) will perform the following functions—

- (1) *The Assistant Chief of Staff, Personnel and Administration (G1; S1).* The ACofS, Personnel and Administration, is the principal staff assistant of personnel matters including maintenance of unit strengths, personnel management, morale and welfare, headquarters management, and discipline, law and order.
- (2) *The Assistant Chief of Staff, Security, Plans and Operations (G2/3; S2/3).* The ACofS, Security, Plans, and Operations, is the principal staff assistant for intelligence matters, for training, and for all plans and operations other than plans and operations involving the performance of civil affairs functions. He is responsible for—
 - (a) Developing plans, policies, programs and procedures pertaining to
- (3) *The Assistant Chief of Staff, Logistics (G4;S4).* The ACofS, Logistics, is the principal staff assistant for mat

the operations of the CA unit, other than civil affairs operations. This would include plans for unit movement, unit deployment, rear area security, damage control and CBR attack. The ACofS, Security, Plans and Operations insures that the plans are compatible with operation plans of supported tactical units; secures the approval of the commander on the plans; and supervises their execution.

- (b) Reviewing and coordinating plans of attached CA units in the areas indicated above.
- (c) Selecting and allocating CA units and teams needed to support the civil affairs mission based on recommendations and requirements as determined by the ACofS, Civil Affairs.
- (d) Recommending priorities to govern the allocation of equipment to attached CA units and teams, based on the advice of the ACofS, Civil Affairs.
- (e) Planning and supervising training of attached CA units and teams.
- (f) Recommending and requesting attachment of additional or replacement CA units and teams, as required and based on the advice of the ACofS Civil Affairs.
- (g) Developing and supervising execution of the intelligence collection plan.
- (h) Collecting, evaluating and interpreting information on the effect of weather, terrain, the enemy and the civilian population on the civil affairs mission.
- (i) Providing intelligence and counter-intelligence information to the staff.
- (j) Providing intelligence estimates, as required.

ters pertaining to material and services. He is responsible for—

- (a) Providing information to the ACofS, Security, Plans and Operations, and to the ACofS, Civil Affairs, for development of plans, programs, policies and procedures for logistic support of unit operations and civil affairs operations.
- (b) Determining logistic support requirements for attached CA units and teams.
- (c) Planning and supervising supply, services, maintenance and medical support for attached CA units and teams.
- (d) Coordinating requirements furnished by the ACofS, Civil Affairs, for military supplies for use by the indigenous populace, and requisitioning such supplies.
- (e) Requisitioning, receiving, storing, distributing, and documenting military supplies and equipment.
- (f) Allocating equipment to attached CA units and teams in accordance with priorities established by the ACofS, Security, Plans and Operations.

(4) *The Assistant Chief of Staff, Civil Affairs (G5;S5).* The ACofS, Civil Affairs, is the principal staff assistant for matters pertaining to civil affairs operations. He is responsible for—

- (a) Developing plans, policies, programs and procedures for civil affairs operations of attached CA units and teams.
- (b) Determining priorities for the allocation and deployment of attached CA units and teams and furnishing recommendations to the ACofS, Security, Plans and Operations.
- (c) Determining priorities for the allocation of equipment to attached CA units and teams and furnishing recommendations to the ACofS, Security, Plans and Operations.
- (d) Determining requirements for additional CA units and teams and furnishing recommendations to the ACofS, Security, Plans and Operations.
- (e) Reviewing and coordinating civil affairs operational plans of attached CA units and teams.
- (f) Coordinating and supervising the civil affairs operations of attached CA units and teams.
- (g) Acting as point of contact for the unit with the civilian populace in the area.
- (h) Determining requirements for military supplies for the use of the indigenous populace and furnishing recommendations to the ACofS/Logistics.

b. *Mission.*

- (1) To command, control, and supervise attached civil affairs units.
- (2) To provide civil affairs support in the COMMZ and provide backup support for civil affairs units in the FASCOM area.
- (3) To conduct civil affairs activities within the COMMZ area of operations. These activities may vary, depending on the situation, from liaison, advice, supervision, and assistance to the exercise of complete legislative, judicial, and executive control.

c. *Assignment.* Assigned to the Area Support Command, TASCOM.

d. *Capabilities.*

- (1) This unit provides the command organizational structure to conduct civil affairs operations through and with existing or reestablished civilian authorities and civil government, utilizing the minimum number of military personnel required for advice or supervision. The brigade will command three to six civil affairs groups.
- (2) This unit commands, plans for, coordinates, controls, and supervises civil affairs activities, provides area-

wide support in the COMMZ for the Area Support Command (ASCOM).

- (3) This unit insures accomplishment of the political objectives of the ASCOM commander and provides a central point of contact between military forces and the civilian population, government, and institutions at all levels.
- (4) This unit is dependent upon the AG Personnel Service Unit for processing personnel administrative actions, to include classification, personal affairs, maintenance of records, pay actions, accounting, etc.
- (5) Individuals of this organization, except medical and chaplain personnel, can engage in effective, coordinated defense of their installation against hostile ground attack.

e. *Basis of Allocation.* One per Area Support Command.

f. *Category.* This unit is designated a Cat-

egory III unit (reference Unit Categories, AR 320-5).

g. *Mobility.* This unit is approximately 50 percent mobile. The vehicles authorized are the minimum required to perform essential house-keeping and overhead support functions. Additional motor transport required to perform staff functions will be provided by the Area Support Command.

h. *Limitations.* With the exception of one RATT set and two operators, ADSAF personnel and equipment are not provided. These requirements will be handled as a part of the ADSAF program.

15. The Civil Affairs Group

The Civil Affairs Group (fig. 3), TOE 41-500, for COMMZ operations contains all functional teams to provide a complete functional capability. Civil affairs area support units require more functional specialties than command support units which operate primarily in the combat zone. The group provides a command

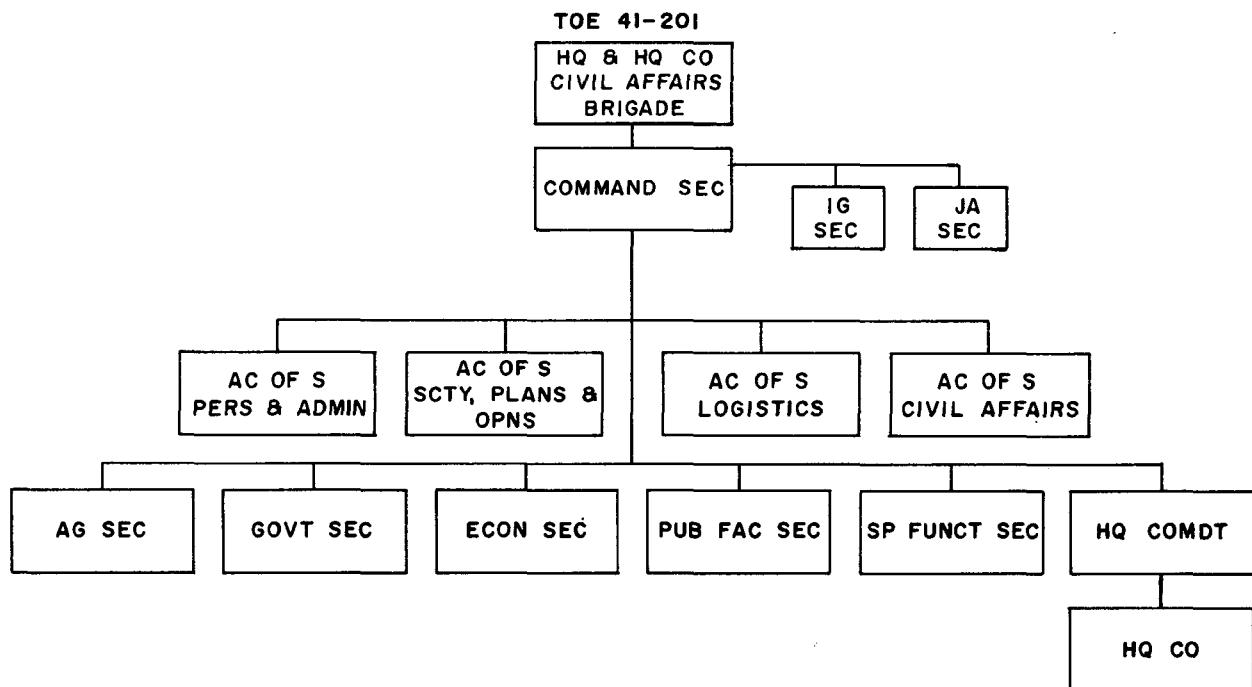


Figure 2. HHC, Civil Affairs Brigade,
TASCOM & FASCOM.

and control element for the supervision and support of attached civil affairs battalions and functional teams for group operations. Normally, three to six battalions are attached to each civil affairs group. Additional battalions may be attached as required; however, when more than six battalions are required, an additional group should be organized for each four battalions or major fraction thereof. In the TASTA-70 organization for COMMZ operations each group has four attached battalions.

a. Concept of Operations. The civil affairs group is a subordinate unit of the civil affairs brigade. The group conducts civil affairs operations in its designated area of responsibility, which may or may not coincide with that of an area support group, depending upon population densities and operational environment. The civil affairs group will, however, be administratively supported by one or more area support groups. The group divides its area of responsibility among its attached battalions. When directed by the civil affairs brigade, the group has responsibility for dealing directly with heads of government at the state or provincial level or with government officials in large municipalities. When used in a province, its functional teams would advise, assist, supervise, or direct appropriate departments of the provincial government, with its attached battalions and their functional teams performing a similar role in political subdivisions. The group conducts civil affairs operations in accordance with policies and directives from the civil affairs brigade.

b. Mission.

- (1) To command, control, and supervise the operations of attached civil affairs units.
- (2) To provide civil affairs support in its assigned area of responsibility, to conduct civil affairs functions in support of military operations, and to assist service support unit commanders in the discharge of their politico-military responsibilities to the civilian population, its government, and economy.

c. Assignment. Attached to a civil affairs brigade

d. Capabilities.

- (1) This organization, with its battalions and functional teams, is capable of providing area-wide civil affairs support in its assigned area of operations; administer and/or perform civil affairs functions in a large city (250,000 and over), province, or a comparable political subdivision.
- (2) Commands, plans for, coordinates, supervises, and controls the civil affairs activities of four to six civil affairs battalions.
- (3) Automotive maintenance and mess support is drawn from TOE 29-500. Signal support will be drawn from TOE 11-500 as required.
- (4) This unit is dependent upon the AG Personnel Service Unit for processing personnel administrative actions, to include classification, personal affairs, maintenance of records, pay actions, accounting, etc.
- (5) Individuals of this organization, except chaplains and medical personnel, can engage in effective, coordinated defense of their installation against hostile ground attack.

e. Basis of Allocation. Three per civil affairs brigade in COMMZ.

f. Category. This organization is designated a Category III unit (reference Unit Categories, AR 320-5).

g. Mobility. This unit and its functional team are 50 percent mobile in organic vehicles. This percent of mobility provides flexibility of operation and the minimum number of vehicles required to perform essential housekeeping and overhead support functions.

h. Limitations. With the exception of one RATT set and two operators, ADSAF personnel and equipment are not provided. These requirements will be handled as a part of the ADSAF program.

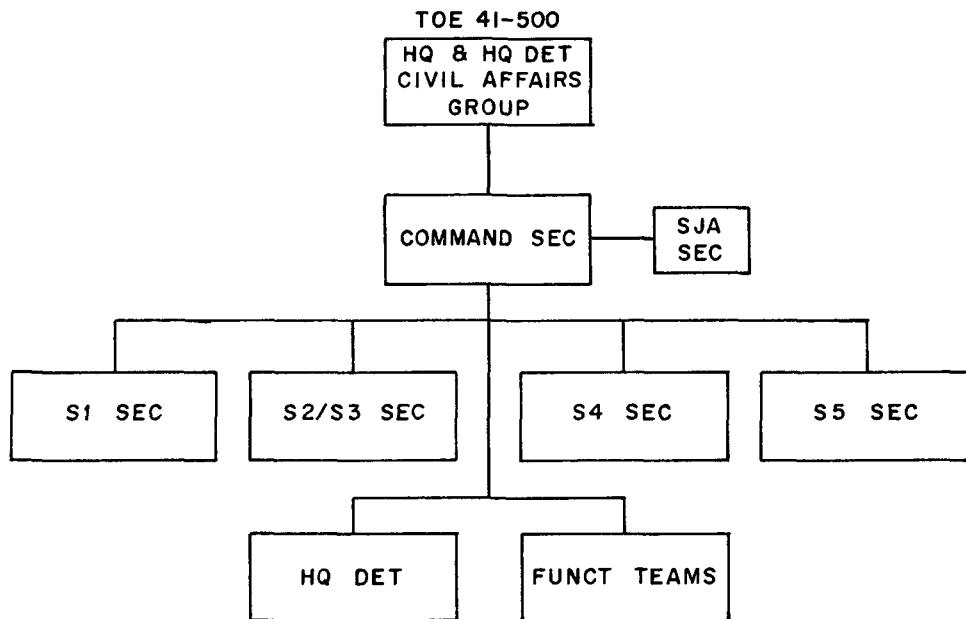


Figure 3. HHD, Civil Affairs Group, TASCOM.

16. The Civil Affairs Battalion

The Civil Affairs Battalion, TOE 41-500, for COMMZ also contains functional teams to provide a functional capability (fig. 4). The battalion provides a command and control element for the supervision and support of attached civil affairs companies and functional teams for battalion operations. Normally, three to six civil affairs companies are attached to each battalion. Additional companies may be attached as required; however, when more than six companies are required, an additional battalion should be organized for each four companies or major fraction thereof. In the TASTA-70 organization for COMMZ operations, each battalion has four attached companies.

a. Concept of Operations. The civil affairs battalion is a subordinate unit of the civil affairs group. The battalion conducts civil affairs operations in its designated area of responsibility. Its companies are assigned areas of responsibility within the battalion's area of responsibility. The battalion may be assigned responsibility for civil affairs area operations

in a large city, a major subdivision of a province, or function as part of a group. When directed by the civil affairs group, the battalion has the responsibility for dealing directly with indigenous government officials in its area of operations, in large cities, counties, districts, etc. The battalion conducts civil affairs operations in accordance with policies and directives from the civil affairs group.

b. Mission.

- (1) To command, control, and supervise the operations of attached civil affairs units.
- (2) To provide civil affairs support in its assigned area of responsibility, to conduct civil affairs functions in support of military operations, and to assist service support unit commanders in the discharge of their politico-military responsibilities to the civilian population, its government, and economy.

c. Assignment. Attached to a civil affairs group.

d. Capabilities.

- (1) This organization, with its companies and functional teams, is capable of providing area-wide civil affairs support in its assigned area of operations; administers and/or performs civil affairs functions in a large city (100,000 to 250,000), province, or a comparable political subdivision. Additional civil affairs units and/or functional teams, when required, will be requisitioned from the next higher civil affairs headquarters.
- (2) This unit commands, plans for, coordinates, supervises, and controls the civil affairs activities of four to six civil affairs companies and functional teams.
- (3) Automotive maintenance and mess support is drawn from TOE 29-500. Signal support will be drawn from TOE 11-500 as required.

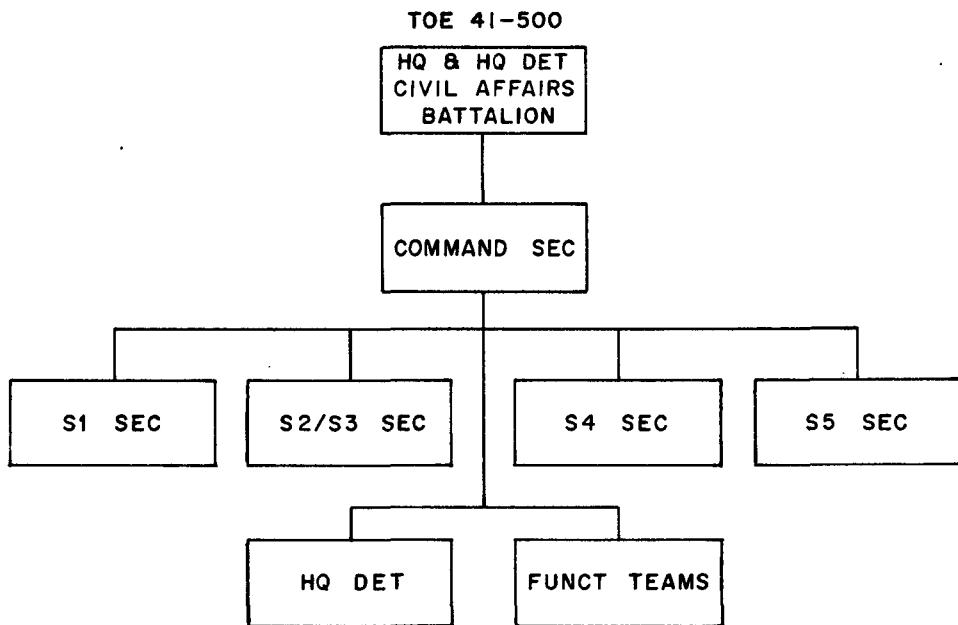
(4) This unit is dependent upon the AG Personnel Service Unit for processing personnel administrative actions, to include classification, personal affairs, maintenance of records, pay actions, accounting, etc.

(5) Individuals of this organization, except chaplains and medical personnel, can engage in effective, coordinated defense of their installation against hostile ground attack.

e. Basis of Allocation. Four per civil affairs group.

f. Category. This organization is designated a Category III unit (reference Unit Categories, AR 320-5).

g. Mobility. This unit and its functional teams are 50 percent mobile in organic vehicles. This percent of mobility provides flexibility of operation and the minimum number of vehicles required to perform essential housekeeping and overhead support functions.



*Figure 4. HHD, Civil Affairs Battalion,
TASCOM & FASCOM.*

h. Limitations. With the exception of one RATT set and two operators, ADSAF personnel and equipment are not provided. These requirements will be handled as a part of the ADSAF program.

17. The Civil Affairs Company

The Civil Affairs Company, TOE 41-500, for COMMZ operations also contains functional teams to provide a functional capability (fig. 5). The company provides a command and control element for supervision and support of attached civil affairs platoons and functional teams for company operations. Normally, three to ten platoons are attached to each company. Additional platoons may be attached as required; however, when more than ten platoons are required, an additional company should be organized for each six platoons or major fraction thereof. In the TASTA-70 organization for COMMZ operations each company has four attached platoons.

a. Concept of Operations. The civil affairs company is a subordinate unit of the civil affairs battalion. The company conducts civil affairs operations in its designated area of responsibility. The company may be assigned responsibility for civil affairs area support operations in districts, counties, and smaller cities, or function as part of a battalion. Platoons generally are used in small towns and comparable levels of government. The company conducts civil affairs operations in accordance with policies and directives from the civil affairs battalion.

b. Mission.

- (1) To command, control, and supervise the operations of attached civil affairs units.
- (2) To provide civil affairs support in its assigned area of responsibility, to conduct civil affairs functions in support of military operations and to assist service support unit commanders in the discharge of their politico-military responsibilities to the civilian population, its government and economy.

c. Assignment. Attached to a civil affairs battalion.

d. Capabilities.

- (1) This organization, with its platoons and functional teams, is capable of providing area-wide civil affairs support in its assigned area of operations; administers and/or performs civil affairs functions in a medium size city (25,000 to 100,000), county, or comparable political subdivision. Additional civil affairs functional teams, when required, will be requisitioned from the next higher civil affairs headquarters.
- (2) This unit commands, plans for, coordinates, supervises and controls the civil affairs activities of functional teams and four to ten civil affairs platoons.
- (3) Automotive maintenance and mess support is drawn from TOE 29-500. Signal support will be drawn from TOE 11-500, as required.
- (4) This unit is dependent upon the AG Personnel Service Unit for processing personnel administrative actions, to include classification, personal affairs, maintenance of records, pay actions, accounting, etc.
- (5) Individuals of this organization, except chaplains and medical personnel, can engage in effective, coordinated defense of their installation against hostile ground attack.

e. Basis of Allocation. Four per civil affairs battalion.

f. Category. This organization is designated a Category III unit (reference Unit Categories, AR 320-5).

g. Mobility. This unit, its platoons, and functional teams are 50 percent mobile in organic vehicles to provide flexibility of operation and the minimum number of vehicles required to perform essential housekeeping and overhead support functions.

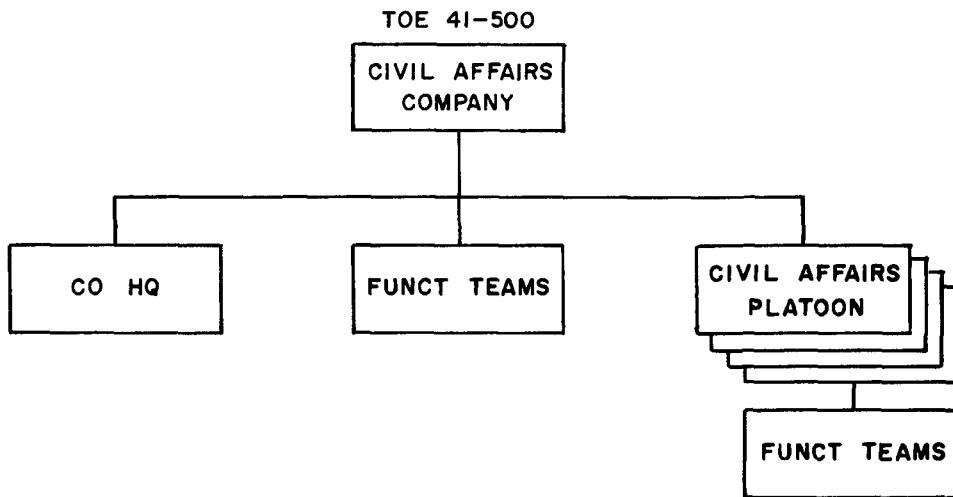


Figure 5. Civil Affairs Company, TASCOM & FASCOM.

h. Limitation. With the exception of one RATT set and two operators, ADSAF personnel and equipment are not provided. These re-

quirements will be handled as a part of the ADSAF program.

CHAPTER 4

CIVIL AFFAIRS ORGANIZATION—FASCOM

18. General

a. Civil affairs support is directly influenced by the nature and intensity of combat and will vary widely with the situation and area of operations. Civil affairs support is a medium of command control to influence the conduct of current and planned operations as they may be affected by the civilian population. It is used to minimize interference with troop and supply movements, and to obtain and/or provide support for military operations in the combat zone. Civil affairs operational and organizational concepts for the field army area during low intensity warfare, internal defense operations, and internal development operations may vary from those developed for the TASTA-70 environment. They are described in FM 41-10.

b. Behind the immediate combat operational area, civil affairs activities normally are conducted on a politico-geographic basis. Command over civil affairs units may be centralized or decentralized depending on the type operation being conducted. During fluid situations in the forward area, operational control of civil affairs units and teams normally is decentralized to the tactical or support commander of the particular area of operations. Certain activities such as restoration of public order and safety, control of refugees and displaced persons, and the furnishing of emergency relief to the indigenous population, which may have received primary attention during the fluid stage of combat, will share importance subsequently with such functional specialties as public health, public works and utilities, civilian supply, civil information, and labor. In a static situation, normally in army rear or when political entities are consolidated,

consideration may be given to more liberal policies in the control of the local inhabitants under the provisions of applicable treaties or agreements and in conformance with United States objectives. It is essential to establish or maintain an indigenous government at all levels and to confirm as soon as possible its degree of authority.

c. The degree of control exercised by the military commander over the local inhabitants, the government and economy of an area in which military operations are conducted depends upon whether or not U.S. forces are present by force or by host nation agreement. This extends from an advisory capacity to one of complete take-over of the local governmental structure. His concern in this connection is the enhancement of the security of his forces and his lines of communication through the maintenance of law and order within his area of responsibility and the achievement of the objectives of his military mission.

d. Since a command support civil affairs unit normally accompanies in movement the major command to which it is attached, it is the responsibility of the commander delegated civil affairs authority to call for an area support type civil affairs unit, designated in the theater plan, in time to permit its deployment and take-over of the area of the unit being displaced. Area civil affairs units that were deployed in the course of combat may be regrouped, consolidated, or redeployed according to the needs of the field army and in the interest of utilizing the minimum of personnel.

19. Command and Staff Relationships

a. *Assistant Chief of Staff, Civil Affairs, FASCOM.*

- (1) Serves as the principal assistant to the Chief of Staff in matters pertaining to the civil population, its government, economy, and institutions in the FASCOM area of operations
- (2) Coordinates with other staff sections the civil affairs portion of the FASCOM operation plan which involves political, economic, or sociological matters within the command and between the military and civilian officials of the local government.
- (3) Implements U.S. policy and directives issued by theater army on programs and projects involving civil affairs operations in support of field army operations.
- (4) Develops policies, plans, programs, and coordinates civil affairs functional activities in current and future operations.
- (5) Advises the FASCOM commander, staff, and subordinate commands on the impact of civilian activities on military operations.
- (6) Determines the availability and location of labor and materiel resources for the military forces.
- (7) Develops and institutes measures to provide a capable and compatible local political administration to insure minimal interference with military operations by the indigenous population.
- (8) Maintains staff supervision over the civil affairs brigade of the command and the operations of its attached civil affairs units.
- (9) Establishes procedures for the control and care of refugees, evacuees, and displaced persons.

b. FASCOM Civil Affairs Units.

- (1) Civil affairs support in the field army normally is provided by a civil affairs brigade assigned to FASCOM with three battalions for the eight-division force. When the Army is expanded to a twelve-division force, one addi-

tional battalion (with 4 CA companies) normally is required (fig. 6).

- (2) The organization of the civil affairs units under FASCOM must be flexible and adaptable to the local political, economic, and sociological condition to be encountered. It must be capable of initiating activities in the combat zone as soon as the area comes within the control of the military forces in conformance with guidance and directives issued by higher headquarters. The civil affairs command under FASCOM normally will control all subordinate civil affairs units in the field army to provide continuity of execution of policy, minimum fragmentation of supervision, and optimum uniformity in civil affairs operations.
- (3) The organization of civil affairs units should accomplish the following—
 - (a) Efficient command and control.
 - (b) Maximum utilization of technological skills.
 - (c) Flexibility with associated economy of personnel.
 - (d) Pooling of specialist personnel at the highest echelon of command consistent with either centralized or decentralized operations.
- (4) The nature of civil affairs operations varies widely with the intensity of combat, the population in the area of responsibility and the requirements of the tactical commander. Therefore, for maximum effectiveness and economy of personnel, the civil affairs units with functional teams must be tailored to fit each level of command and normally will be organized vertically under centralized control.
- (5) Additional civil affairs units and/or functional teams will be requisitioned as required from the next higher headquarters.

20. Concept of Operations

- a. Civil affairs in the field army area is*

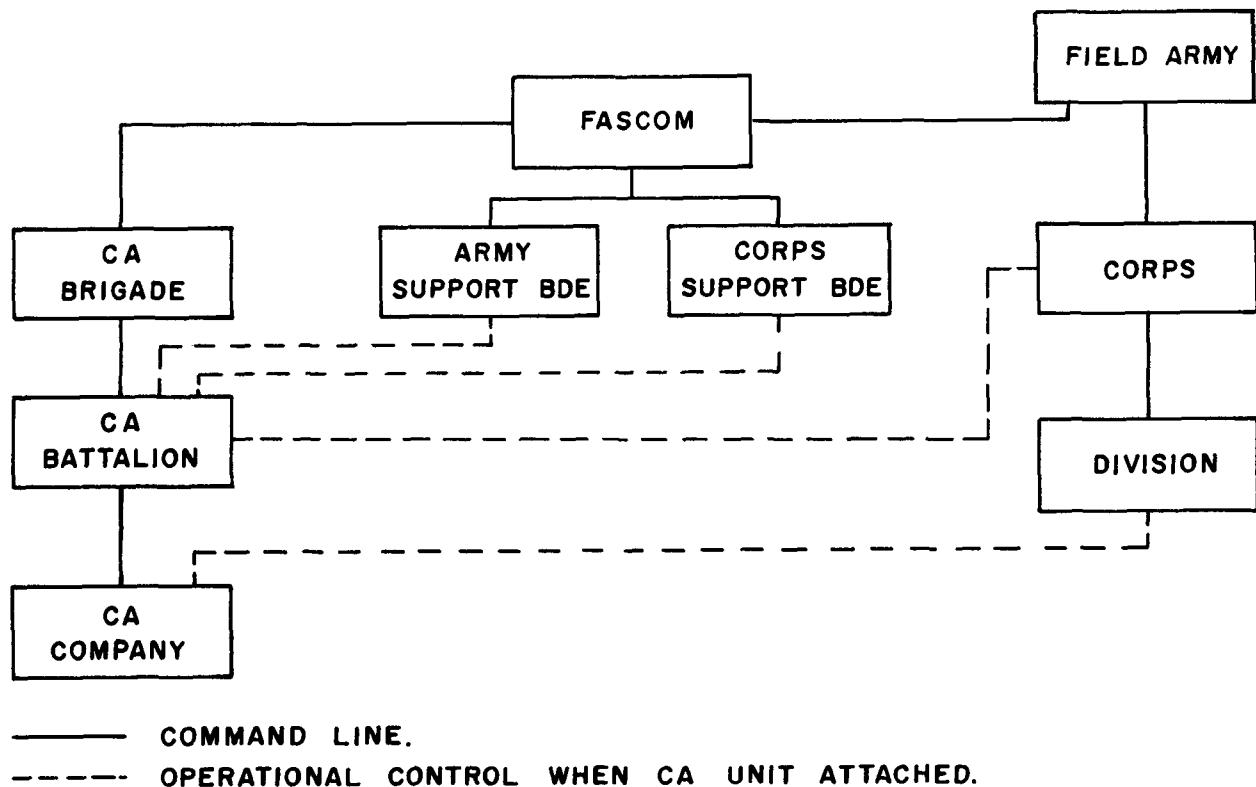


Figure 6. CA organization within a type field army.

administered on a functional basis adaptable to the diverse socio-politico-economic situation of the civilian communities within the area of operation. The civil affairs element of a military command is the point of contact for relations with the local authorities and people in the name of the military commander.

b. The civil affairs brigade, assigned to FASCOM will receive its guidance on civil affairs matters from the FASCOM Assistant Chief of Staff/Civil Affairs with whom it maintains close liaison and, through reports, statistics and personal contacts, keeps fully advised on all aspects of the civil affairs situation and requirements in the FASCOM area of operation.

c. To accomplish its mission, the brigade headquarters must maintain liaison with higher and adjacent staff sections and civil affairs operational units for the exchange of in-

formation, coordination of civil affairs actions, and integration of operations pursuant to field army plans and policies. Matters to be considered include but are not limited to—

- (1) Coordination of intercommand movement of refugees and displaced persons, available civilian supplies, civilian transportation equipment, etc.
- (2) Development of army-wide requirements for the minimal support of the population and local economy.
- (3) Allocation of available resources, military and civil, on an army-wide basis and determination of methods of distribution.
- (4) Disposition of refugees and repatriation of displaced persons.
- (5) Coordination of the distribution of available labor force for maximum utilization by profession, technical specialty, and skills.

d. Civil affairs activities in the combat zone are primarily concerned with those matters which have the most impact on and directly support the tactical situation. The civil affairs mission is to—

- (1) Take control of the civil populace including displaced persons and refugees.
- (2) Locate and take control of civilian resources required for military operations.
- (3) Insure close liaison between tactical units and local authorities.

e. Specific civil affairs tasks to be accomplished as soon as possible after occupation of an area include—

- (1) Posting military proclamations, where required, issuing initial instructions to the civil populace.
- (2) Locating civil authorities, determining their ability to establish control, and advising them on measures to be taken.
- (3) Locating and protecting civilian warehouses, industrial plants, storage sites, monuments, and historical buildings.
- (4) Collecting firearms and ammunition from the local populace and apprehending known enemy collaborators.
- (5) Evaluating the displaced person and refugee problem and establishing initial controls.

f. As the situation requires, the field army commander may direct subordinate units to provide support to civil affairs operations. Specific assistance may include—

- (1) Engineer support for rehabilitation of public health facilities, construction of displaced person camps, or maintenance of essential civilian facilities.
- (2) Medical support for the control of disease, to include supply of medical items.
- (3) Military police support for protection of critical facilities, control

movement of civilians, enforcement of curfew and quelling of riots.

- (4) Transportation support to move critical supplies, transport civilians, and assist in reestablishment and maintenance of civilian transportation facilities.
- (5) Signal support in rehabilitation of civilian communications facilities.

g. When a command support civil affairs unit is replaced by an area support civil affairs unit, the commander of the unit being relieved insures that necessary actions are taken to familiarize the relieving unit with the current situation in its area of operation. These actions include but are not limited to—

- (1) Informing the commander and staff of the relieving CA unit with designations, locations, and commanders of higher, adjacent, subordinate, and supporting units in the area.
- (2) Informing the commander and staff of the relieving unit with the characteristics and peculiarities of the area.
- (3) Providing copies of current operational directives, orders, proclamations, standing operating procedures, and policy checklists.
- (4) Providing copies of reports and records summarizing previous activities in the area of the unit being relieved.
- (5) Describing activities in progress, their relative importance and pointing out additional measures that need to be taken.
- (6) Documenting commitments made to civilians or civilian officials.
- (7) Providing a list of individuals in office and those not appointed as officials, who have been and may continue to be of value to the civil affairs effort.

21. The CA Brigade—FASCOM

The Civil Affairs Brigade (TOE 41-201) normally is assigned to FASCOM; commands and controls attached operational civil affairs

units; provides civil affairs support in the field army and provides backup support for subordinate civil affairs units; and conducts civil affairs activities within the field army area of operations (fig. 2). These activities may vary, depending on the situation, from liaison, advice, supervision, and assistance to the exercise of complete legislative, judicial, and executive control. It operates under the staff supervision of the Assistant Chief of Staff, Civil Affairs, FASCOM, and exercises operational control over three or more civil affairs battalions of four companies each. It may be tailored by attachment of units from TASCOM to furnish optimum capabilities for unforeseen, unplanned or specific missions.

a. Concept of Operations. The civil affairs brigade is a major subordinate unit of FASCOM, coordinating army-wide civil affairs operations for the command. It normally exercises control over all subordinate civil affairs units, provides maximum continuity of policy guidance of higher headquarters and minimum fragmentation of supervision and civil affairs authority. The brigade conducts civil affairs operations in its designated area of responsibility in the field army. Its subordinate civil affairs battalions operate in the assigned areas of army support brigade and each of the corps support brigades. Normal staff and liaison relationships are maintained with parallel and lower commands in the accomplishment of the overall army mission.

b. Mission.

- (1) To command, control, and supervise *attached* operational civil affairs units.
- (2) To provide civil affairs support of military operations in the field army and to assist tactical and support unit commanders in the discharge of their politico-military responsibilities to the civilian population, its government, and economy in the field army area of operations.
- (3) These activities may vary, depending on the situation, from liaison, advice, supervision, and assistance to the exercise of complete legislative, judicial, and executive control.

c. Assignment. Assigned to a Field Army Support Command.

d. Capabilities.

- (1) This organization, with its battalions, subordinate units, and functional teams is capable of providing civil affairs army-wide support to a field army. Additional civil affairs army-wide support to a field army. Additional civil affairs units and/or functional teams, when required, will be requisitioned from the Theater Army Support Command (TASCOM).
- (2) This unit commands, plans for, supervises, coordinates, and controls the civil affairs activities of three to six civil affairs battalions.
- (3) Additional automotive maintenance may be drawn from TOE 29-500 and signal support may be drawn from TOE 11-500 as required. When this is not considered feasible or economical, needed support will be furnished locally by the unit to which assigned. Appropriate teams from other TOE of the 500-series and other support may be added as required for the purpose of providing minimum essential services to the civilian population.
- (4) Individuals of this organization, except chaplains and medical personnel, can engage in effective, coordinated defense of their installation against hostile ground attack.
- (5) This unit is dependent upon the AG Personnel Service Unit for processing personnel administrative actions, to include classification, personal affairs, maintenance of records, pay actions, accounting, etc.
- (6) This unit is not adaptable to Type B organization.

e. Basis of Allocation. One per Field Army Support Command.

f. Category. This organization is designated a Category II unit (reference Unit Categories, AR 320-5).

g. Mobility. This unit is 50 percent mobile in organic vehicles to provide flexibility of operation in the designated area of coverage and responsibility.

h. Limitation. With the exception of one RATT set and two operators, ADSAF personnel and equipment are not provided. These requirements will be handled as a part of the ADSAF program.

22. The CA Battalion

a. General. The Civil Affairs Battalion, TOE 41-500, normally is attached to a civil affairs brigade on the basis of one per corps and army support brigades (fig. 4). The battalion commands and supervises the operations of attached civil affairs units; performs civil affairs functions in support of military operations and assists tactical and support unit commanders in the discharge of their politico-military responsibilities to the civilian population, its government, and economy. The civil affairs battalion may be attached to the army support brigade or to a corps support brigade or to a corps when civil affairs authority is delegated by higher authority. The battalion capabilities include—

- (1) Provision of civil affairs support in a support brigade area of operations.
- (2) Command, planning, supervision, coordination, and control of four or more civil affairs companies and functional teams, each of which is deployed in a divisional area. It operates under the control of the Civil Affairs Brigade, FASCOM, from which it receives its policy guidance, direction, and supervision in civil affairs matters. The battalion serves as a control headquarters for attached units and receives additional support from the brigade of which it is a part. The organization of the battalion headquarters is identical to that of the TASCOM civil affairs battalion.

b. Concept of Operations. The Civil Affairs Battalion's normal area of operation is within the boundaries of the army support brigade

or the corps support brigade. When civil affairs authority is delegated to the support brigade commander by the FASCOM commander, the support brigade commander will exercise operational control of the attached civil affairs units in his area of responsibility. This battalion can be assigned to an independent corps force when required; may be tailored to be self-sufficient and capable of sustaining civil affairs operations; and, may be reinforced to meet additional needs of the Corps Support Command (COSCOM). The COSCOM would be reorganized similar to a TASCOM and an ACofS, Civil Affairs, would be added from TOE 41-500.

c. Mission.

- (1) To command, control, and supervise the operations of attached civil affairs units.
- (2) To perform civil affairs functions in support of military operations and to assist tactical and support unit commanders in the discharge of their politico-military responsibilities to the civilian population, its government, and economy.

d. Assignment. Attached to a civil affairs brigade. May be attached to an army support brigade or to a corps support brigade or a corps when civil affairs authority is delegated.

e. Capabilities.

- (1) This organization, with its subordinate units, is capable of providing civil affairs command support in a support brigade area of operations. Additional civil affairs units and/or functional teams, when required, will be requisitioned from the civil affairs brigade.
- (2) This unit commands, plans for, supervises, coordinates and controls the civil affairs activities of four to six civil affairs companies and functional teams.
- (3) Automotive maintenance and mess support is drawn from TOE 29-500 and signal support will be drawn from TOE 11-500, when required.
- (4) This unit is dependent upon the AG

Personnel Service Unit for processing personnel administrative actions, to include classification, personal affairs, maintenance of records, pay actions, accounting, etc.

(5) Individuals of this organization, except chaplains and medical personnel, can engage in effective, coordinated defense of their installation against hostile ground attack.

f. Basis of Allocation. Three battalions per civil affairs brigade supporting an eight division force or four per civil affairs brigade supporting a twelve division force.

g. Category. This organization is designated a Category II unit (reference Unit Categories, AR 320-5).

h. Mobility. This unit and its functional teams are 50 percent mobile in organic vehicles to provide flexibility of operation and maximum utilization of its vehicles in its designated area of coverage and responsibility.

i. Limitation. With the exception of one RATT set and two operators, ADSAF personnel and equipment are not provided. These requirements will be handled as a part of the ADSAF program.

23. The CA Company

A Civil Affairs Company provides support to each division in the type field army (fig. 5). Each company is composed of cellular teams to include a company headquarters, four platoons, and administrative and civil affairs functional teams taken from TOE 41-500. It operates under the control of the Civil Affairs Battalion, FASCOM, from which it receives its policy guidance, direction, and supervision in civil affairs matters.

a. Concept of Operations. The Civil Affairs Company, TOE 41-500, is attached to a civil affairs battalion on the basis of four per battalion. It commands, controls, and supervises the operations of attached civil affairs platoons and performs civil affairs functions in support of military operations and assists tactical and support unit commanders in the discharge of their politico-military responsibilities. Its capabilities include—

- (1) Provision of civil affairs support in the immediate combat area of divisional operations.
- (2) Command, planning, supervision, coordination, and control of four or more civil affairs platoons and functional teams. It is under the command of the battalion though it may receive its guidance and be under the supervision of the Division G5 on all divisional civil affairs matters. It has only essential organic specialists who support platoon operations on a required basis but may be provided with additional functional specialists furnished by the civil affairs battalion for specific missions. When civil affairs authority is delegated to the division commander by the corps commander, the civil affairs company is attached to the division and comes under the operational control of the division commander. This company, reinforced as required, can be assigned to an independent division force.

b. Mission.

- (1) To command, control, and supervise the operations of attached civil affairs platoons.
- (2) To perform civil affairs functions in support of military operations and to assist tactical and support unit commanders in the discharge of their politico-military responsibilities to the civilian population, its government, and economy.

c. Assignment. Attached to a civil affairs battalion. May be attached to a division when civil affairs authority is delegated to the division commander.

d. Capabilities.

- (1) This organization, with its platoons and functional teams, is capable of providing civil affairs command support in a division area of operations, and in corps and army rear. Additional civil affairs functional teams, when

required, will be requisitioned from the next higher civil affairs headquarters.

- (2) This unit commands, plans for, supervises, coordinates, and controls the civil affairs activities of four to ten civil affairs platoons and functional teams.
- (3) Automotive maintenance and mess support is drawn from TOE 29-500 and signal support will be drawn from TOE 11-500, when required.
- (4) This unit is dependent upon the AP Personnel Service Unit for processing personnel administrative actions, to include classification, personal affairs, maintenance of records, pay actions, accounting, etc.
- (5) Individuals of this organization, except medical personnel, can engage in

effective coordinated defense of their installation against hostile ground attack.

e. Basis of Allocation. Four per civil affairs battalion.

f. Category. This organization is designated a Category II unit (reference Unit Categories, AR 320-5).

g. Mobility. This unit and its functional teams are 50 percent mobile in organic vehicles to provide flexibility of operation commensurate with requirements imposed by the combat situation in its designated area of coverage and responsibility.

h. Limitation. With the exception of one RATT set and two operators, ADSAF personnel and equipment are not provided. These requirements will be handled as a part of the ADSAF program.

CHAPTER 5

CIVIL AFFAIRS AND ADSAF

24. General

a. Need for Automation. Automation Data Systems within the Army in the Field (ADSAF) increases the rapid response capability of civil affairs staffs and units. The commander is provided with the best possible civil affairs information with the minimum expenditure of personnel and material. This will be facilitated by more rapidly and effectively measuring what is needed and where it is needed, and more efficiently using what is available. Automatic data processing (ADP) offers a solution to the problems of lack of time (speed), many considerations (volume), and human error (accuracy).

b. Value to Civil Affairs. The value of ADSAF to civil affairs operations lies in the basic ability to digest large volumes of information, perform preplanned operations on this data, permit automatic interjection of previously made human decisions, perform additional tasks as a result of these decisions, and transmit the final results to the commanders concerned. Major applications will be in the areas where many repetitive operations must be performed and where large files of data must be kept available for immediate information. The commander of the civil affairs operations has, in the past, had to depend upon the use of civilian and military personnel. Human error and prejudices could color or perhaps entirely alter the end result. ADSAF will make more efficient use of personnel, decrease the area of human fallacy, and increase the administrative capabilities. The ACofS, Civil Affairs at major headquarters will have access to ADP equipment on the same basis as other general staff officers. The civil affairs staff officer must maintain and have available for immediate use,

information on a wide range of subjects concerning the civil population, its government, and institutions as a basis for the formulation of policy, plans, and directives for the operation of civil affairs units and coordination with other staff sections.

25. Storage of Logistical Data

The types of storage and logistical data which may be kept by ADP equipment include—

- a. Storage space, and processing facilities available and required for food and other supplies.*
- b. Distribution channels used for food, clothing, and essential durables.*
- c. Dietary and clothing requirements and customs.*
- d. Production excesses and shortages.*
- e. Type and location of agricultural and industrial areas.*
- f. Condition and location of power systems, water systems, sewage collection systems and disposal plants, and garbage and refuse disposal systems.*
- g. Condition and location of rail, vehicular, water, and air transportation facilities and equipment.*
- h. Condition, size, and location of hospitals and other medical facilities and equipment.*

26. Storage of Demographic Data

The types of demographic data which may be kept by ADP equipment include—

- a. Population numbers, distribution, density, birth and death rates.*

- b. Biographical sketches of political leaders and other prominent personalities.
- c. Culture and social structure.
- d. Ethnic groupings.
- e. Religious practices.
- f. Governmental structure and general system of administration.
- g. Legal system.
- h. Police and fire organization.
- i. Public health agencies, institutions and personnel.
- j. Diseases and disease control programs.
- k. Environmental sanitation.
- l. Traditional medical practices.
- m. Public welfare agencies, institutions, and personnel.
- n. Standard of living.
- o. Housing condition and availability.
- p. Public assistance programs.
- q. Welfare services both government and private.
- r. Recreational programs.
- s. Educational agencies, institutions, and programs.
- t. School facilities including textbooks and other equipment.
- u. Availability of teachers and teacher training facilities.
- v. Labor organizations and potential labor force by type and distribution.

27. Report Requirements Data

The types of requirements data which may be kept by ADP equipment include—

- a. International organizations operating in the area, their functions, personnel, and reporting requirements. (For laws of land warfare, see FM 27-10.)
- b. Brief history of displaced persons, refugees, and evacuees in previous wars.
- c. Existing population dislocations.
- d. Potential population dislocation.

- e. Agencies, facilities, and current plans and programs for the care and control of displaced persons, refugees, and evacuees.

28. Disaster Data

The primary consideration in this area is to determine if the existing civil defense organization can be used by the military commander to carry out both the primary mission of the tactical commander and the day-to-day control and bodily protection of the local population. The types of disaster data which may be kept by ADP equipment include—

- a. Current disaster plans.
- b. Civil defense organization and personnel available.
- c. Status of plans for evacuation and dispersal.
- d. Equipment—warning and communications system, shelter capacity and adequacy, training facilities, and rehabilitation capabilities.
- e. Correlation with other civic agencies such as fire, police, and medical.

29. Interim ADP Implementation for TASTA-70

a. General. The Civil Affairs organization contained in TASTA can be applied during the interim implementation period of TASTA-70. Civil affairs functions are programmed to be included in the ADSAF Combat Service Support System (CS₃) Phase 3. The CS₃ Phase 1 plan is scheduled for testing early in FY 1968 and for implementation of the test functions by the end of CY 1968. Since TASTA organizations are organizations are scheduled for fielding during this same period civil affairs information will not be available through the CS₃ project until sometime after the implementation of TASTA.

b. Interim Operations. Pending the full scale implementation of the overall CS₃ project, civil affairs will utilize whatever systems are available in FASCOM, ASCOM, and TASCOM. The majority of information required for civil affairs planning and operations is intelligence type information. The staff intelligence officer

who is part of the Security, Plans, and Operations Section has the responsibility for providing intelligence information to the civil affairs staff officer. Civil affairs units requiring information would make requests to the ACofS, Civil Affairs. The ACofS, Civil Affairs would make his requests to the staff intelligence officer who would query the data processing center and obtain the desired information. Information would be transmitted to and from using civil affairs units by either radio, telephone, or messenger. Information collected by civil affairs units would be made available to the staff intelligence officer by the civil affairs staff officer for updating intelligence data files. For information pertaining to civilian supply, the same procedure as outlined above would be followed between the ACofS, Civil Affairs and the ACofS, Supply and Maintenance.

c. Alternate Means of Operation. To insure continuity of operations in the event of temporary or total disruption of automated data processing means, civil affairs methods for the three periods are—

- (1) From the present up to the implementation of TASTA, civil affairs will be continue to use manual methods and no alternate means will be required.
- (2) During this interim period (b above) civil affairs functions will not be automated. Data systems to support civil affairs operations will be in a manual

mode during this time frame and therefore no alternate methods are required. This will require civil affairs staff sections and units to retain all hard copy files and reports concerning each unit area of operations. However, information of interest to civil affairs operations included in available systems will be provided civil affairs staff officers and units on a request basis.

- (3) According to current plans, initially 9 of the 20 civil affairs functions (para 3c) will be automated when the overall CS_s project is implemented. Therefore, civil affairs will be initially required to maintain a manual capability for at least 11 functions. Temporary or total disruption of ADP facilities would have a very serious effect on the operations of those functions which have been automated. In this event, it would be necessary to reassemble in hard copy form all information pertaining to these functions. This would probably require new area surveys, intelligence investigations, and reestablishment of records and files pertaining to these functions for each unit area of operations. This could be done with military intelligence assistance, but would require several weeks or possibly months to accomplish.

APPENDIX

REFERENCES

AR 15-3	Armed Forces Disciplinary Control Boards.
AR 60-35	Public Relations.
AR 95-1	Army Aviation—General Provisions.
AR 320-5	Dictionary of United States Army Terms.
AR 350-25	Civil Affairs Training.
AR 360-61	Community Relations.
AR 380-series	Military Security.
AR 500-50	Civil Disturbances.
AR 500-60	Disaster Relief.
AR 500-70	Civil Defense.
(C) AR 515-1	Army Cold War Activities (U).
AR 551-50	Training of Foreign Personnel by the United States Army.
AR 600-21	Equal Opportunity and Treatment of Military Personnel.
AR 600-50	Standards of Conduct for Department of the Army Personnel.
AR 600-200	Enlisted Personnel Management System.
AR 611-101	Manual for Commissioned Officer Military Occupational Specialties.
AR 611-112	Manual of Warrant Officer Military Occupational Specialties.
AR 611-201	Manual of Enlisted Military Occupational Specialties.
AR 633-50	Prisoners of War—Administration, Employment, and Compensation.
AR 633-51	Civilian Internees—Administration, Employment, and Compensation.
AR 638-40	Care and Disposition of Remains.
AR 700-62	Chemical Protective Clothing Policy and Utilization of Certain Chemical Corps Units and Equipment in Combat Areas.
FM 3-10	Employment of Chemical and Biological Agents.
(S) FM 3-10A	Employment of Biological Agents (U).
(C) FM 3-10B	Employment of Chemical Agents (U).
FM 3-12	Operational Aspects of Radiological Defense.
FM 5-26	Employment of Atomic Demolition Munitions (ADM).
FM 10-63	Handling of Deceased Personnel in Theaters of Operations.
FM 19-15	Civil Disturbances and Disasters.
FM 19-40	Enemy Prisoners of War and Civilian Internees.
FM 20-10	Civil Defense.
FM 21-40	Chemical, Biological, and Nuclear Defense.
FM 21-41	Soldier's Handbook for Chemical and Biological Operations and Nuclear Warfare.
FM 21-48	Chemical, Biological, and Radiological (CBR), and Nuclear Defense Training Exercises.
FM 24-1	Tactical Communications Doctrine.
FM 24-18	Field Radio Techniques.
FM 27-10	The Law of Land Warfare.

FM 41-15 (TEST)

FM 30-series	Military Intelligence.
FM 30-5	Combat Intelligence.
FM 31-15	Operations Against Irregular Forces.
FM 31-16	Counterguerrilla Operations.
(C) FM 31-20A	Special Forces Techniques (U).
FM 31-21	Special Forces Operations.
(S) FM 31-21A	Special Forces Operations (U).
FM 31-22	U.S. Army Counterinsurgency Forces.
(S) FM 31-22A	U.S. Army Counterinsurgency Forces (U).
FM 31-73	Advisor Handbook for Counterinsurgency.
FM 33-1	Psychological Operations—U.S. Army Doctrine.
FM 33-5	Psychological Operations.
FM 41-5	Joint Manual for Civil Affairs.
FM 41-10	Civil Affairs Operations.
FM 45-20	Civil Censorship.
FM 54-8 (Test)	The Administrative Support, Theater Army, (TASTA-70).
FM 100-5	Field Service Regulations—Operations.
(C) FM 100-20	Field Service Regulations—Counterinsurgency (U).
FM 101-5	Staff Officer's Field Manual; Staff Organization and Procedure.
FM 101-31-1	Staff Officer's Field Manual; Nuclear Weapons Employment.
FM 101-40	Armed Forces Doctrine for Chemical and Biological Weapons Employment and Defense.
JCS Pub 2	Unified Action Armed Forces (UNAAF).
DA Pam 27-1	Treaties Governing Land Warfare.
DA Pam 27-11	Military Assistance to Civil Authorities.
DA Pam 27-153	Procurement Law.
DA Pam 27-161-2	International Law, Vol. II.
DA Pam 39-3	The Effects of Nuclear Weapons.
TM 3-210	Fallout Prediction.
TM 3-240	Field Behavior of Chemical, Biological, and Radiological Agents.
TM 10-8415-204-13	Organizational and DS Maintenance Manual: Rocket Fuel Handlers' Clothing; Toxicological Agents Protective Clothing; Vesicant Gas Protective Clothing; Explosive Handlers' Clothing.
TOE 3-500	Chemical Service Organization.
TOE 29-500	Composite Service Organization.
TOE 41-201	HHC Civil Affairs Brigade (to be published).
TOE 41-500	Civil Affairs Organization.
NATO Status of Forces Agreement (4 UST 1974; TIAS 2846).	
Manual for Courts-Martial, United States—1951, USMJ, Art. 2.	

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